Saskatchewan Housing Corporation

Annual Report for 2016

saskatchewan.ca

Government of Saskatchewan

Table of Contents

Letter of Transmittal 1
Message from the Minister 2
Message from the Assistant Deputy Minister, President and CEO 3
Message from the Board Chair 4
Introduction 5
Alignment with Government's Direction 5
Corporation Overview 6
Progress in 2016 9
Management Discussion and Analysis 20
Corporate Governance 45
For More Information 48

Letter of Transmittal

Her Honour, the Honourable Vaughn Solomon Schofield,

Lieutenant Governor of Saskatchewan

May it Please your Honour:

I respectfully submit the Annual Report of the Saskatchewan Housing Corportion for the fiscal year ended December 31, 2016. This report includes the financial statements in accordance with *The Saskatchewan Housing Corporation Act.*

Respectfully Submitted,

Tina Beaudry-Mellor
Minister Responsible for
Saskatchewan Housing Corporation

Message from the Minister

As the new Minister Responsible for Saskatchewan Housing Corporation, I am honoured to play a role in serving Saskatchewan people in need of housing.

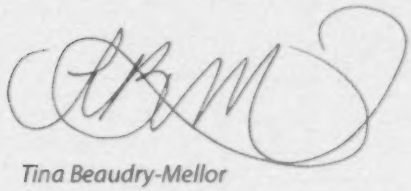
The Government of Saskatchewan is aware of the importance of having safe and sound homes. The impact of stable, affordable housing on people's lives is immeasurable. Just as safe, stable and affordable housing is the bedrock of the family or individual, it is also the foundation of a strong and prosperous community.

This Annual Report for the Saskatchewan Housing Corporation (SHC) outlines the activities and achievements for the fiscal year ending December 31, 2016. It reports on the progress made in regards to Government's vision, public commitments and other key accomplishments of the Corporation. I am proud of the excellent work that has been done over the past year to assist people in greatest housing need and to ensure that SHC remains responsive to current and future realities.

The Corporation's success is also due in large measure to its partnerships with the private sector, not-for-profit organizations, municipalities, the Federal Government, Crown corporations, volunteers and others. Through the efforts of these dedicated people, we are all working to provide housing solutions and improve the quality of life of those we serve.

I would like to take this opportunity to commend the SHC Board of Directors, senior management and staff for their leadership and hard work to deliver quality housing programs and services to Saskatchewan people in need. I have every confidence that the Corporation will continue to display the many attributes that have made it the strong organization that it is – a sense of mission, a commitment to excellence, teamwork, and an ability to stay the course or set new directions when needed.

Together with our partners, we will continue to help change people's lives for the better.



Tina Beaudry-Mellor
Minister Responsible for
Saskatchewan Housing Corporation

Message from the Assistant Deputy Minister, President and CEO

I am pleased to present the 2016 Annual Report for the Saskatchewan Housing Corporation (SHC).

SHC has increasingly shifted from a broad-based approach to one focused on meeting the housing needs of vulnerable Saskatchewan individuals and families. This means we are seeing tenants who, along with low incomes, have complex social and health needs, and require a range of support services. Together with our partners, we are working to address housing challenges in a way that promotes stability, self-reliance and independence. We made great progress in 2016 – in total, SHC provided support for households living in over 28,000 housing units across the province. Of this number, 18,000 units are SHC-owned in communities throughout the province and an additional 10,000 units are owned and operated by nearly 250 different non-profit groups and co-operatives.

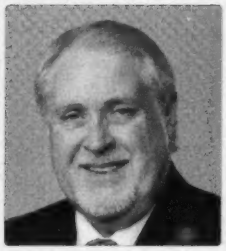
The provision of affordable housing is a cornerstone in many of Government's major strategic policy initiatives – *The Saskatchewan Plan for Growth: Vision 2020 and Beyond* (the Growth Plan), *People Before Systems: Transforming the Experience of Disability in Saskatchewan* (Saskatchewan's Disability Strategy), the *Mental Health and Addictions Action Plan*, and the *Saskatchewan Poverty Reduction Strategy*. SHC aligns with Government's direction by providing a range of housing programs and services to meet the housing needs of Saskatchewan's low- to moderate-income households. This annual report outlines the progress made in regards to Government's commitments and the key accomplishments of SHC.

These initiatives and others are evidence of a progressive and responsive organization that is continually striving to innovate in anticipation of changing needs. We continue to conduct periodic reviews of our programs and housing services to ensure that they are serving the intended clients and reflect community and client needs. In addition, we collaborate with housing stakeholders to create efficiencies and opportunities, share information effectively, and communicate well with the public.

I am pleased with the range and diversity of experience at SHC that has allowed us to move forward with our goals and objectives. I am also grateful to everyone who has played a role in the successes of the past year. We look forward to working with all of our partners and forging new ones as we collectively build a responsive and sustainable housing system, and most importantly, ensure that all Saskatchewan people have access to adequate, suitable and affordable housing.

Lynn Allan
Assistant Deputy Minister, President and CEO
Saskatchewan Housing Corporation

Message from the Board Chair

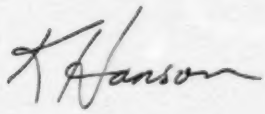


Since its inception, Saskatchewan Housing Corporation's mandate has been guided by the desire to improve the lives of all Saskatchewan citizens through good quality housing. Over the years, SHC has evolved and adapted to meet changing needs. Together with other housing stakeholders, supporting Saskatchewan people in housing need continues to be the driving force of the Corporation. This annual report showcases SHC's accomplishments in this regard over the past year.

The role of SHC's Board of Directors is to manage the affairs and business of the Corporation. The Board provides oversight in accordance with the legislated objectives and powers vested in SHC. The Board is responsible for establishing a strategic direction for SHC within the framework of Government priorities and directions, and monitoring results. The Board also oversees the financial affairs of SHC.

As Board Chair, I am proud of SHC's achievements in 2016. Much work has been done to respond to people in greatest housing need. At the heart of this is sound corporate governance. We, as the Board, are dedicated to serving as stewards of SHC and will continue to provide the Corporation with strong leadership to promote housing quality, affordability and choice for Saskatchewan people.

Looking ahead, we will continue to move forward with new ideas and practices that will strengthen the quality of SHC's decision-making, the alignment of its resources with new strategic directions, and the capacity to deliver results. I am confident that SHC will continue to respond to the challenges and opportunities that lie ahead, and to provide assistance, information and support to the people we serve.



Keith Hanson, P.Eng.
Chair, Board of Directors

Introduction

This Annual Report for the Saskatchewan Housing Corporation (SHC) presents the results and outcomes of the Corporation's activities for the fiscal year ending December 31, 2016. It reports to the public and elected officials on the progress made in regards to Government's public commitments and other key accomplishments of the Corporation.

The 2016 Annual Report will be presented in relation to Government's vision and four goals as well as the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*.

The 2016 Annual Report also sets the stage for future planning by providing an opportunity to assess the accomplishments, results, and lessons learned, and identify how to build on past successes for the benefit of Saskatchewan people. It also demonstrates SHC's commitment to effective public performance reporting, transparency, and accountability to the public.

Alignment with Government's Direction

Saskatchewan Housing Corporation's activities in 2016 align with Saskatchewan's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

- Sustaining growth and opportunities for Saskatchewan people
- Meeting the challenges of growth
- Securing a better quality of life for all Saskatchewan people
- Delivering responsive and responsible government

SHC, together with all ministries and agencies, supports the achievement of the Government's four goals and works with its partners towards a growing and prosperous Saskatchewan.

SHC is helping to sustain growth and opportunities, and secure a better quality of life for all Saskatchewan people, by partnering with the private sector, not-for-profit organizations, municipalities, the Federal Government, Crown corporations, and other ministries in implementing *A Strong Foundation – The Housing Strategy for Saskatchewan*.

SHC aligns with Government's direction by providing a range of housing programs and services for households that could not otherwise access or afford adequate, safe, and stable shelter. SHC also supports the repair and improvement of existing housing and the development of new housing for low- to moderate-income households to meet the demands of those in greatest need.

The provision of affordable housing for low- to moderate-income households is also a cornerstone in many of Government's major strategic policy initiatives – *The Saskatchewan Plan for Growth: Vision 2020 and Beyond* (the Growth Plan), *People Before Systems: Transforming the Experience of Disability in Saskatchewan* (Saskatchewan's Disability Strategy), *the Mental Health and Addictions Action Plan, and the Saskatchewan Poverty Reduction Strategy*.

Corporation Overview

Mandate

While recognizing the marketplace as the primary vehicle for the provision of housing, SHC promotes independence and self-sufficiency by providing housing and housing services to people who could not otherwise afford or access adequate, safe, and secure shelter. SHC manages financial contributions from the provincial, federal and municipal levels of government, and plays a lead role in the development of housing policies on behalf of the Government of Saskatchewan.

Programs and Services

SHC provides a range of housing programs and services, including:

- Social and affordable rental housing;
- Development of new housing;
- Home repair, renovation and adaptation programs;
- Supply-focused programs;
- Homeownership options; and
- Support for housing planning.

Responsibilities of SHC include:

- Managing operating agreements with approximately 485 organizations;
- Program and operational policy development;
- Program related research and reviews;
- Accounting and other financial services for the Corporation;
- Business planning and financial policy development; and
- The delivery of housing programs and services.

The SHC-owned rental housing portfolio consists of 18,232 units located in communities throughout the province. SHC-owned units are managed by local housing authorities and are targeted to low- and moderate-income families, seniors and persons with disabilities. In addition, 10,031 units, including 6,274 rental units and 3,757 special purpose housing units (i.e. special care and group home beds) are owned and operated by nearly 250 different non-profit groups and co-operatives. In total, SHC provided support for households living in 28,263 housing units in 2016.

Distribution of the portfolio is as follows:

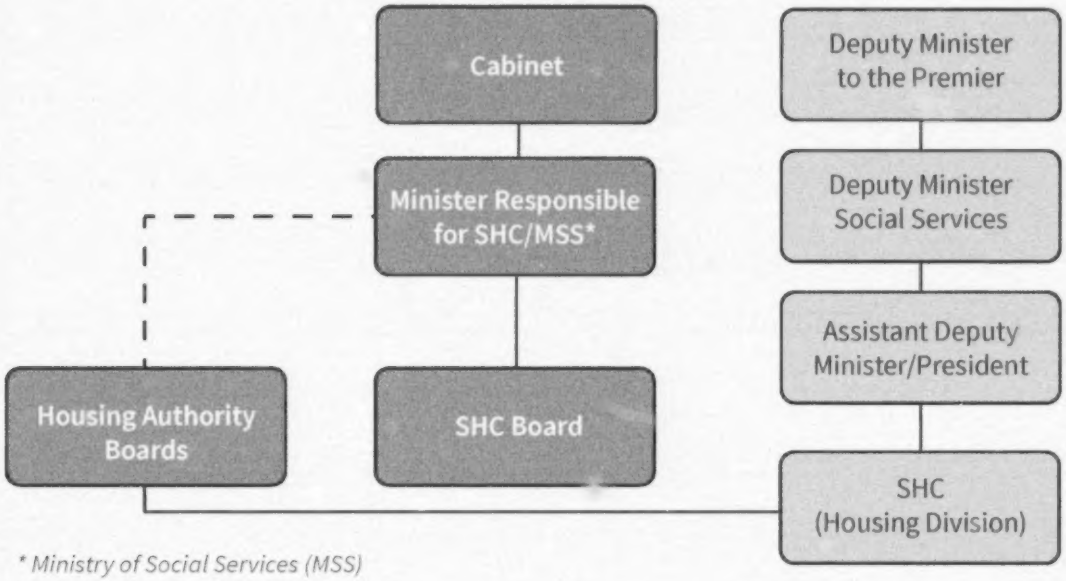
- 45 per cent seniors;
- 33 per cent families;
- 13 per cent special care/group home beds; and
- 9 per cent singles.

Organizational Structure

SHC is a Treasury Board Crown Corporation and is accountable to Cabinet through the Minister of Social Services. SHC operates under the authority of *The Saskatchewan Housing Corporation Act* which establishes a Board of Directors (the Board) to govern the affairs and business of the Corporation. The Board provides oversight in accordance with the legislated objectives and powers vested in SHC.

The Board is responsible for establishing a strategic direction for SHC within the framework of Government priorities and directions, and monitoring results towards those ends. The Board also oversees the financial affairs of SHC, approving business and budget plans and monitoring financial results; ensures that significant risks to the business of SHC are identified and that internal controls and plans are in place to mitigate identified risks; oversees housing program design within the parameters set by the Government of Saskatchewan and/or the Government of Canada cost-sharing requirements; ensures SHC's assets, including information, are safeguarded; and appoints SHC's external auditors subject to the Government of Saskatchewan guidelines, which respect the role of the Provincial Auditor.

SHC's Accountability Structure – Legal and Financial



** Ministry of Social Services (MSS)*

Management services are provided to SHC by the Ministry of Social Services (MSS). SHC pays an annual fee to MSS for these services.

The Minister establishes local housing authorities and appoints the volunteer board members who oversee operations of the housing authority.

Housing Partners

The success of SHC's programs and services relies on partnerships. In addition to housing authorities and non-profit organizations, SHC partners with housing co-operatives, Métis and First Nation housing providers, and private landlords who own and manage housing for low- and moderate-income tenants. SHC also works with municipalities, MSS, other government ministries, and the Federal Government to integrate housing programs and services with other services. The importance of these partnerships is evident in the following comments made by one of SHC's partners, Gabriel Housing Corporation, at the official opening of six new rental units for families with complex needs:

> *"The new units will enable Gabriel Housing Corporation to further meet the demand for quality, safe and affordable housing, … and provide the necessary support services to the families so that they can maintain and live in a healthy home environment."*

Volunteers

Dedicated volunteers are essential to the ongoing success of SHC's activities. Community-based management enables local people to respond to local situations, bringing enhanced knowledge and responsiveness to the housing system. Saskatchewan's network of local housing authorities is composed of more than 1,400 volunteers. Other housing agencies are served by around 1,200 volunteers across the province.

Support to Housing Authorities and other Housing Agencies

SHC supports the general operation and services of local housing authorities and other housing agencies that are responsible for delivering housing programs and maintaining the operation of housing units. This includes broad management support of general operations, property, technical services, tenant, and financial stewardship, as well as responding to the diverse needs of each housing group in their delivery of tenant services and programs.

Progress in 2016

Significant Achievements in 2016

Together with its partners in the private, public and non-government sectors, SHC continues to work towards the realization of the four Government-wide goals. The following is a summary of the key achievements under each goal:

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

SHC is creating stronger partnerships and collaboration across the housing sector, improving access to new and existing housing for vulnerable populations in need across the province. In 2016, more than $132 million was invested to develop 1,131 units and repair 208 homes across the province.

In La Loche, SHC has been part of a multi-agency group working with the community to develop an action plan. With housing identified as one of the key priorities, SHC has committed close to $1.5 million in funding for a new 14-unit affordable housing project.

Across the North, SHC works with a committee of stakeholders to address housing needs. SHC has committed to selling up to 50 Social Housing units at fair market value to Social Housing tenants, providing an opportunity for current program clients to transition to homeownership. The proceeds of these sales will be re-invested in new housing for northern communities.

Through the sale of SHC's older stock of single-family Social Housing units in Regina, Moose Jaw and Prince Albert, SHC continues to build more modern and energy efficient multi-unit housing in these communities.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

SHC is addressing the challenges of growth by consulting and collaborating with the housing sector and municipalities across the province. The goal is to provide a range of programs and initiatives to address the need for and access to affordable rental housing for those who need it most.

Some low-income households still face affordability challenges and difficulties in finding accessible housing in the private market. In 2016, SHC continued to transition the Affordable Housing Rental Program to the Social Housing Rental Program in 26 communities to ensure households in the greatest housing need pay rents that are affordable to them. Once completed, approximately 2,700 units will have transitioned from a fixed rent to a rent based on 30 per cent of the household's income, which is the national standard for affordability.

SHC will continue to work with third-party housing providers and other partners through programs such as the Rental Development Program to create more affordable rental housing for vulnerable people.

Government Goals

Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

SHC is following through on Government's commitment to a better quality of life for all Saskatchewan people by improving access to safe, affordable homes. Through SHC's partnerships with municipalities, builders, lenders and non-profit groups, new rental housing is now available in many communities, providing more choice for the people of Saskatchewan.

To support Saskatchewan's most vulnerable citizens, SHC assists in the delivery of housing to serve families and individuals identified in Government strategies, including the Mental Health and Addictions Action Plan, the Saskatchewan Disability Strategy, and the Saskatchewan Poverty Reduction Strategy.

Government Goals

Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

SHC is committed to working with community leaders and local housing authority boards to ensure that current and future housing needs are met. SHC conducts periodic reviews of its programs and housing services to ensure that they serve the intended clients, address community and client needs, and reflect housing trends in the province.

SHC is also collaborating with communities and municipalities to develop and implement strategies aimed at making the public rental housing system more cost-effective, efficient and sustainable.

Summary of Financial Results

Reported figures reflect results for SHC's fiscal year ending December 31, 2016.

Expenditures

SHC expenditures for 2016 were $178.1 million. This was $13.0 million below budget primarily due to targeted reductions in expenditures resulting from Government fiscal restraints.

Revenues

SHC revenues for 2016 were $183.9 million. In some SHC programs, revenues are only recognized when the expense occurs: for example, in the provincially and federally funded Rental Development Program. In 2016, revenues were $12.2 million below budget primarily due to the reductions in expenditures and related impact on revenue recognition.

Progress by Key Program Areas

In 2016, SHC made significant progress in achieving a number of strategic goals. The following section highlights the achievements under each of SHC's strategic directions.

A Strong Foundation: The Housing Strategy for Saskatchewan

One of the key principles of *A Strong Foundation: The Housing Strategy for Saskatchewan (Strategy)* is that housing is a shared responsibility. A co-ordinated effort from the entire housing sector is critical to keeping Saskatchewan strong and responsive to the needs of all citizens. To set the *Strategy* into action and establish annual priorities, SHC works with other Crown corporations and ministries to create provincial action plans. Some actions are designed to have immediate results. Many have become part of regular business practices and have been carried forward into future years and action plans.

The *Strategy* includes five strategic directions:

- Support individuals and families in greatest housing need
- Improve housing affordability;
- Increase the housing supply;
- Enhance strategic planning for housing; and
- Collaborate, communicate and educate.

Since the introduction of the *Strategy*, continuous progress has been made on Government-wide actions in support of the strategic directions. SHC's continued focus on supporting those in greatest housing need and low-income households facing affordability challenges, has led to improved access to affordable housing for these vulnerable citizens. It has also expanded partnerships across the entire housing sector and created new and innovative partnerships with service providers.

Measuring Performance

SHC tracks and reports on a number of measures that provide insight into the changing marketplace and measure the quality of SHC housing and services. This information assists Government, SHC and other stakeholders to plan future investments in housing to meet the needs of all citizens.

Vacancy Rates measure the number of market rental units that are vacant and ready to be rented in relation to the total number of units. Generally, vacancy rates of between 2.5 to 3.5 per cent are considered a balanced market. A balanced rental market is one that allows a variety of choice for renters but also a fair rate of return on investments for landlords.

Tenant Satisfaction measures the percentage of tenants living in SHC's housing portfolio that are either satisfied or very satisfied with their housing and the services received from the housing authorities. In addition to gauging tenant satisfaction, these surveys also give tenants an opportunity to provide feedback regarding their housing and the services provided.

Vacancy Rates

The **Provincial Rental Vacancy Rate** measure indicates the percentage of privately-initiated apartment units in projects of three or more units, of all bedroom types, that are available for immediate rental across the province. With a year-to-year increase of just over two per cent, the average provincial vacancy rate has now reached 8.6 per cent.

Source: Canada Mortgage and Housing Corporation (CMHC), December 2016

The **Vacancy Rate in Saskatchewan's 10 Largest Communities** measure indicates the percentage of privately-initiated apartment units in projects of three or more units, of all bedroom types, that are physically unoccupied and available for immediate rental in Saskatchewan's 10 largest urban centres. In 2016, vacancy rates in all but one of Saskatchewan's 10 largest communities remained above the balanced range.

Source: Canada Mortgage and Housing Corporation (CMHC), December 2016
** Census metropolitan area*
*** Includes only the Saskatchewan portion of Lloydminster*

Increased rental supply and reduced demand have combined to keep rental vacancy rates above the balanced range for the third year in a row. Higher vacancy rates indicate that there are sufficient rental units available to meet current demand and the emerging demands of continued population growth.

Tenant Satisfaction

SHC works hard to provide good, clean, safe homes for the families, individuals, seniors and persons with disabilities who are SHC's tenants, and values their feedback. SHC regularly conducts tenant surveys to help identify areas for improvement, as well as those things that are working well. SHC has set a target for the tenant satisfaction rating to reach 90 per cent by 2018. In 2016, 83 per cent of tenants surveyed reported being satisfied with their housing. As well, many tenants took the time to express their satisfaction with the services they received. Here are a few comments SHC was happy to receive over the last year:

"Sask Housing provides good housing for low income people. If it wasn't for this I would not know where I would be."

"I really appreciate the Saskatchewan Housing Corporation's Social Housing Program. It has helped me to achieve success in my post-secondary education and get my children and myself out of poverty. Thank You!"

"My children grew up in this home. If it wasn't for SHC my kids would not have a backyard, a roof over their heads, a safe environment."

Investment in Affordable Housing

In the past year, SHC worked in partnership with the Canada Mortgage and Housing Corporation (CMHC), to invest in affordable housing. Through programs that either maintain or increase the supply of housing targeted to low- and moderate-income earners, SHC and CMHC are providing opportunities for people who might not otherwise be able to afford safe and adequate housing.

2016 marked the third year of the five-year extension to the *Investment in Affordable Housing Agreement (IAH)* with CMHC. Under the federal/provincial IAH Agreement, SHC continues to deliver a number of programs to support new affordable housing for targeted groups and repairs to existing housing. This agreement will invest up to $92 million in Saskatchewan over five years to ensure that people in greatest housing need have better access to affordable housing that is sound, suitable, and sustainable.

SHC reports on the outcomes achieved through IAH investments at the end of the fiscal year in the Ministry of Social Services' Annual Report and throughout the year in news releases.

Social Infrastructure Fund

In 2016, the Federal Government announced increased funding over two years through the *Social Infrastructure Fund (SIF) Agreement*, under the existing IAH Agreement. Signed in April, the SIF Agreement provides Saskatchewan an increase of over $19.3 million in matching federal funding (*2016-2018 SIF Allocation Increase*), as well as an additional federal investment of $35.5 million with no cost-matching requirements (*2016-2018 Special SIF Funding*). The non-cost-matched *2016-2018 Special SIF Funding* is targeted at increasing and renovating affordable housing for seniors, supporting retrofits and renovations to existing social housing units, and constructing and renovating shelters for victims of family violence.

Supporting Individuals and Families in Greatest Housing Need

SHC collaborates with housing partners to deliver programs that address local housing needs and priorities. This close working relationship also allows SHC and its partners to deliver housing that supports emerging Government directions focusing on vulnerable populations.

Supporting Government of Saskatchewan Strategies

SHC's leadership in the development of affordable rental housing for those who are hard-to-house addresses recommendations from the *Mental Health and Addictions Action Plan (MHAAP)*, the *Saskatchewan Disability Strategy* and the *Saskatchewan Poverty Reduction Strategy*. The development of these plans and strategies builds on Government's goal to ensure that Saskatchewan's growth benefits everyone. SHC is a partner in these strategies, as increasing the availability of affordable housing and/or accommodation is identified as a key action in each of the strategies. With the roll-out of these strategies, additional populations whose needs are not being adequately met will continue to be identified, and SHC will assist in the development of projects designed to meet their needs.

Rental Development Program

One of the key programs for developing housing for those in greatest need is the Rental Development Program (RDP). It provides funding to non-profit corporations, co-operative groups, and the private sector to respond to community needs by developing affordable rental housing projects for vulnerable and low-income people.

SHC recognizes the need to provide additional support to people and households not traditionally served by the private housing market. In 2016, SHC's Request for Proposals (RFP) continued once again to focus on soliciting projects that support Government's direction by targeting specific vulnerable and low-income populations, including the hard-to-house. SHC's continued focus on the hard-to-house has allowed SHC and its partners to expand and create new partnerships with the non-profits and organizations that provide support services to vulnerable individuals and families.

One example of the variety of projects and the type of partnerships that the RDP supports is the *Dave Rasher Housing Project* in Prince Albert. Developed in partnership with the Prince Albert Branch of the Canadian Mental Health Association (CMHA), the project consists of eight new one-bedroom units with support services for individuals with complex needs.

Another example is a project in Saskatoon developed in collaboration with the Saskatoon Housing Coalition, a non-profit housing provider. *Prairie Sky Apartment* is now home to 20 Saskatoon Housing Coalition clients with complex needs, including mental illness and addiction issues.

In 2016, $10.7 million was provided for the completion of 120 housing units for those in greatest need in various communities across the province. This included the development of housing for 100 individuals and families who are hard-to-house, 12 for low- to moderate-income families, and eight for students.

Housing Support for the North

In collaboration with its northern partners and community leaders, SHC continues to deliver programs and initiatives to address the housing needs of northern residents.

In 2016, SHC invested close to $1.6 million to complete the construction of 13 new rental units and more than $58 thousand to repair five homeowner units to ensure that northern families have a safe home to live in.

Through the Northern Homeowner Initiative (NHI), SHC is selling up to 50 northern Social Housing units to current tenants who have the necessary financial resources to purchase the units. Northern leaders have expressed strong support for this sales initiative, as it responds to homeownership needs that are not being met by the market and stimulates development in the North.

In 2016, six former tenants became homeowners through the NHI.

SHC also plays an important role in the northern rental housing market. SHC owns approximately 1,400 Social and Affordable Housing rental units across the North that serve households who might not otherwise have access to safe and secure housing.

This support includes La Loche, where SHC owns 237 Social Housing units and 32 Affordable Housing units. Through a local non-profit housing agency, Methy Housing Corporation, SHC also supports an additional 30 housing units for people in need of housing.

In La Loche, SHC has also been part of the multi-agency group developing an action plan for the community. With housing identified as one of the key priorities, SHC has committed close to $1.5 million in funding for a new 14-unit affordable housing project, including 10 family units and four units for singles. SHC will continue to play an integral leadership role by working with various municipal, provincial, and federal agencies as well as other key stakeholders in the development of a medium and long-term housing action plan for La Loche.

Through the Trades Training Program, high school students in La Loche participate in the construction of housing units for school credits. Eight Social Housing units have been built in La Loche through this program, and in 2016, SHC approved $225 thousand in funding for another trades training unit. The unit is currently under construction by high school students.

Rental Housing Program Changes

Despite the increased availability of rental housing across the province, SHC recognizes that some low-income households are facing affordability challenges. In response, SHC converted about 2,700 Affordable Housing Program units to the Social Housing Program in 26 urban communities. Under the Social Housing Program, rents are based on 30 per cent of household income, while the Affordable Housing Program has a set lower market rent. This had resulted in some low-income clients in the Affordable Housing Program paying more than 30 per cent of their incomes towards rent.

Tenants who remain in the Affordable Housing Program will still pay a lower market rent, but these rents will increase over time. As the rents increase annually for tenants who remain in the Affordable Housing Program, there will be an incentive for households with higher incomes to transition into the private market. This will provide households with low incomes better access to a Social Housing unit. Tenants with lower incomes who remain in the Affordable Housing Program may transition to the Social Housing Program when it benefits them most.

By December 2016, 20 per cent of Affordable Housing Program tenants had transitioned to the Social Housing Program. With this change, approximately 416 seniors, families and individuals have seen reductions in their monthly rent.

During the same period, nearly 40 per cent of Affordable Housing Program tenants who no longer required subsidized housing have moved into market housing, making these subsidized units available for households in housing need.

Portfolio Sustainability

Federal funding for the Social Housing Rental Program is declining, and the funding received will eventually be less than the subsidy needed to offset operating costs. This could jeopardize SHC's ability to provide the same level of benefits to Social Housing clients and maintain the assets as well. To prepare for this possibility, SHC has been identifying best practices and efficiencies, and has implemented the Capital Asset Plan. The Plan will improve portfolio monitoring and decisions regarding capital improvements, and help make portfolio investment decisions so that SHC can respond appropriately to current and future housing needs.

Portfolio Renewal

It is important that the homes SHC provides are safe and well-maintained. The SHC-owned housing portfolio is aging and becoming more costly to maintain and live in. SHC is selling up to 300 of its single-family homes in Regina, Moose Jaw and Prince Albert. The proceeds from the sale of these homes are being re-invested to help offset the cost of building more modern and energy efficient multi-unit housing in these communities. These new units will reduce maintenance and improvement costs for SHC and lessen the impact of increasing utility costs for tenants. Portfolio Renewal is also creating more affordable housing opportunities through the sale of the single-family units to first-time homebuyers. Building new units ensures that there is a good supply of quality Social Housing units, both now and into the future.

In 2016, there were 47 sales of single-family dwellings. Since 2013, there have been a total of 156 sales including 12 that were purchased by former tenants.

Shelter Enhancement Program

Designed to assist victims of family violence, the Shelter Enhancement Program (SEP) provides financial assistance to non-profits to build new or renovate existing emergency shelters and second-stage housing units.

In 2016, $1.7 million was provided for the completion of a new seven-bedroom shelter for victims of family violence in Melfort. In addition, funds received under the *2016-2018 Special SIF Funding* and earmarked for SEP began a process of prioritization via a province-wide assessment of off-reserve shelters.

Housing Development for Valley View Residents

SHC is working in co-operation with other divisions in the Ministry of Social Services to transition residents with intellectual disabilities from Valley View Centre in Moose Jaw to new homes in communities across the province. Drawing on its experience in the development and acquisition of new housing, SHC has been working with the Valley View Transition Team to identify, acquire and renovate, or build appropriate housing.

In 2016, SHC purchased eight existing houses, six vacant lots and completed the renovation or construction of six group homes (23 beds). Renovations on three existing houses and new construction of eight houses are currently underway (42 beds).

Supporting and Partnering in Homelessness Initiatives

SHC participates on and works with Homelessness Partnership Strategy Community Advisory Boards and partners with community-based organizations to create shelter or short-stay beds for children, youth, and families.

SHC's Social Housing Program ensures that those in the greatest need, including families and individuals who are homeless or at risk of becoming homeless, are prioritized for placement in SHC-owned housing.

In 2016, SHC also provided $50,000 in funding to the United Way in Saskatoon to assist in tracking and monitoring the effectiveness of their Housing First program *Journey Home*. The funding will be used to collect and analyze data on progress and outcomes of program participants.

Improving Housing Affordability

SHC is committed to improving housing conditions for all citizens and has a number of programs that address housing affordability issues and ensure that existing housing remains in good condition. These programs support and complement other Government responses to housing supply and affordability challenges, such as HeadStart on a Home and the First Time Homebuyer's Tax Credit.

Graduate Retention Program – First Home Plan

Launched in May 2016, the Graduate Retention Program – First Home Plan (First Home Plan) has been successful in helping young people buy their first homes and stay in Saskatchewan. The First Home Plan helped recent post-secondary graduates who have the income to qualify for a mortgage, but may be unable to save for a down payment. Eligible graduates could borrow up to $10,000 of their unused Graduate Retention Program tax credits as an interest-free loan to put toward the down payment on their first home.

SHC approved more than 800 applicantions from recent graduates and 437 received loans enabling them to purchase 363 homes. In some cases more than one person in each household was qualified to receive loans.

Saskatchewan Home Repair Programs

SHC's Repair Programs reflect Saskatchewan's current housing environment and unique housing needs. These programs assist low-income homeowners to repair or modify their dwellings. These programs, which are funded in partnership with the Federal Government, help to ensure that units meet minimum health and safety standards, building codes, and accessibility requirements for persons with disabilities.

In 2016, $3.0 million was invested to repair 208 homes across the province, ensuring that these households have a safe and healthy place to live.

Habitat for Humanity Partnership

Many families dream of owning a home. However, some are faced with limited resources and other challenges that can make that dream seem very far away. SHC continues to work side by side with Habitat partners across Saskatchewan to help make the dream of homeownership a reality for many families.

In 2016, following the completion of their new homes, 26 families in Duck Lake, Fort Qu'Appelle, Moose Jaw, Prince Albert, Regina, and Yorkton became homeowners.

One project currently under construction in Saskatoon is a 12-unit project which includes three barrier-free units design for individuals to access, regardless of their age, ability, or status in life. The project is the largest multi-family project in Habitat Saskatoon history.

Life Lease

The Life Lease Program was designed to create alternative housing arrangements and provide additional housing support for seniors, one of the province's most vulnerable populations. In 2014, SHC adapted the Life Lease Program to ensure the program responds to changing market conditions. The changes included revising the eligibility and prioritization criteria for greater consistency with the Social Housing Program and increasing the deposit amounts to reflect current market conditions, unit size, and location.

SHC is targeting approximately 30 to 50 units for conversion to the Life Lease Program in up to 10 communities. To date, 27 units have been designated for conversion to Life Lease, with renovations completed on 23 of the units.

Secondary Suite Program

The Secondary Suite Program is an innovative program that has improved access to affordable rental housing for low-income households. Through this program, eligible homeowners and rental property owners can receive up to 50 per cent of the construction costs to build or renovate a secondary suite for rental to low-income households. The maximum loan amounts are up to $10,000 for the development of a suite in new construction, or up to $30,000 for the development or renovation of a suite in an existing property.

In 2016, $1.2 million was provided for the completion of 54 secondary suites through this program.

Based on current rental market conditions, the Secondary Suite Program is presently on hold.

Increasing the Housing Supply

Continued high vacancy rates in Saskatchewan indicate there is sufficient housing stock available to meet current demand. Almost all communities with populations over 10,000 have vacancy rates above the range considered optimal for the market (2.5 to 3.5 per cent). As a result, SHC will continue to encourage innovation in the delivery of new housing, and focus on housing for the most vulnerable.

Summit Action Fund

The Summit Action Fund (SAF) was designed to increase housing supply across the province through innovation in the housing sector. Totaling $6 million in funding, the SAF provides a grant of up to $500,000 to housing stakeholders who have creative housing solutions that are not covered by existing housing programs.

In 2016, funding was provided through the Summit Action Fund for a design charrette in Saskatoon to gather stakeholder feedback and demonstrate innovation in housing accessibility. The charrette showcased design innovations that demonstrate how accessibility modifications and technologies can be integrated into affordable rental housing design.

Since its inception in 2011, funding from the SAF has been allocated to 19 projects to create 250 units across the province.

Rental Construction Incentive and Affordable Home Ownership Program

The Rental Construction Incentive (RCI) provided a grant up to $5,000 per unit to participating municipalities which have programs that support the development of new, purposely- built rental housing or the conversion of non-residential property to rental units.

RCI has been effective in stimulating an increase in rental supply. As of December 2016, 4,137 rental units have been completed under this program.

The Affordable Home Ownership Program (AHOP) reimbursed participating municipalities with a grant up to the equivalent of five years of the education portion of property tax to a maximum of $5,000 per household to provide moderate-income households with assistance to purchase a new home.

As of December 2016, there have been 578 new units purchased through AHOP.

These supply-focused programs have been successful in creating additional housing supply, achieving the objectives they were designed to accomplish. The timeframe set for each program has ended. Based on current market conditions, these programs will not be extended. The programs will continue to exist administratively until all remaining funding commitments and reporting requirements have been met.

Enhancing Strategic Planning for Housing

SHC continues to support housing planning in communities across the province. This includes: initiatives to help create housing plans; community planning support, including provision of information and expertise about housing to communities and local organizations; and increased partnerships and forums for housing.

Encouraging Community Housing Options

Municipalities play an essential role in managing growth, especially when it comes to meeting the housing needs of their communities. To help municipalities plan for and manage growth, the Encouraging Community Housing Options (ECHO) Program provides cost-matched funding to municipalities and regions to assist with the cost of housing planning. The program matches municipal and regional partnership contributions to complete housing plans or to act on strategies identified in a housing plan or other type of needs assessment. Up to $20,000 is available to complete a housing plan and up to $10,000 to implement recommendations of a plan.

As of December 31, 2016, a total of 13 housing plans have been completed and six recommendations implemented under this program. In addition, a funding commitment has been made to the community of Prince Albert to enable them to implement their housing plans.

Housing planning in the North presents unique challenges due to the number of remote communities dispersed across a large region. In response, the ECHO Program was expanded to help northern communities meet housing needs by developing long-term housing plans. Two components provide cost-matched funding to northern municipalities and regions. Up to $5,000 is available to complete community housing plans and up to $20,000 is available for regional plans.

Small Communities Rental Market Survey

SHC conducts the Small Communities Rental Market Survey on an annual basis. This survey complements CMHC's annual Rental Market Survey, which analyzes the rental market in all urban areas with populations of 10,000 or more. The Small Communities Rental Market Survey fills an important data gap for the Province, as it is the only source of annual data on primary rental markets in communities with populations between 500 and 10,000 people.

The survey conducted in 2016 supports communities and Government by:

- Helping assess need and demand, and plan for future housing;
- Providing rental market data for the adjustment of shelter allowance and rental supplement rates; and
- Identifying the level of need for development of subsidized housing in emerging housing markets and non-market communities.

Program and Operational Reviews

As part of SHC's continuing efforts to ensure its programs are effective and meet the overall objectives of the Provincial Government, SHC regularly reviews its programs and initiatives. Reviews of the Shelter Enhancement Program and the IAH Agreement were completed in 2016.

SHC also conducted six Operational Reviews of housing authorities throughout the province, including one housing authority in the North. The purpose is to review internal business processes and outcomes in order to continually improve performance and results, facilitate dialogue and share best practices. An important component of these reviews is the tenant survey, which allows tenants to provide feedback on where they live and the services they receive. These surveys reveal that 83 per cent of tenants are satisfied or very satisfied with their individual units and the service they receive from SHC and their local housing authorities.

Collaborating, Communicating and Educating

SHC continues to work with stakeholders across the province to support *A Strong Foundation – The Housing Strategy for Saskatchewan*. Communication across geographic areas and between members of the housing sector is important to create efficiencies and opportunities. The housing sector needs to work together, share information effectively, and communicate well with the public.

The Importance of Partnerships

Meeting the challenge of growth requires the full participation of all parties involved in housing delivery and those that provide tenant support programs. SHC has been consulting with community stakeholders across Saskatchewan and providing opportunities for communication, collaboration and education on housing.

Working with Northern Communities and Stakeholders

SHC, its northern partners and the housing sector are working together to find creative solutions to reduce housing pressures in the North.

A Northern Working Group consisting of stakeholders from northern Saskatchewan, representatives from New North (northern mayors and councilors) and SHC was established in November 2013. The Northern Working Group's goal is to have a range of housing options for northern residents and to work towards establishing a resale housing market. Recommendations from the Working Group have centred on promoting housing planning, increasing community capacity, and creating home ownership opportunities. These goals have been the basis for new northern housing initiatives developed by SHC.

In 2016, SHC invested close to $1.6 million in the North to develop 13 new rental units. In addition, more than $58 thousand has been invested to repair five homeowner units to ensure that northern families have a safe home to live in.

Non-Profit Housing Workshops

In the fall of 2016, SHC held two workshops, one in Saskatoon and the other in Regina, to bring the non-profit housing sector together to discuss common issues and share information. In addition to providing networking opportunities, these workshops included presentations by CMHC and SHC on a number of important and timely topics.

Saskatoon Lunch and Learn

Held in Saskatoon on October 25th, this special event included presentations by the Saskatoon Open Door Society and the Saskatchewan Human Rights Commission. Representatives from both groups spoke about some challenges that their clients, including newcomers and low-income households, are facing with respect to finding housing.

Management's Discussion and Analysis

Saskatchewan Housing Corporation (SHC) continues to operate a portfolio of social housing, and strives to continually allocate its resources where they will be most effective in supporting the provincial government on initiatives related to housing.

The focus for SHC over the last few years has shifted from the creation of housing supply to improving the affordability of housing for those most in need within the province. There have also been continued efforts to address the challenges of an aging portfolio that can be costly to maintain while federal operating funding has been declining. More recently, we have also identified issues with increasing supports required for our tenants and matching our supply of housing to where it is most needed as a result of urbanization of the population in the province. Addressing these challenges continues to be the focus of our efforts for 2016 and beyond.

2016 – Major Developments

This year saw a renewed commitment from the federal government to evaluate housing needs across the country and its role in supporting the availability of affordable housing for all Canadian citizens. To this end, SHC and provincial government representatives have been working collaboratively with federal, provincial and territorial counterparts on the development of a National Housing Strategy. The National Housing Strategy framework is anticipated to be released by the Federal Government in 2017.

In advance of the completion of the National Housing Strategy, SHC entered into the Social Infrastructure Fund (SIF) Agreement with Canada Mortgage and Housing Corporation in the spring of 2016. The SIF Agreement provides for a total of $54.8 million in federal funding over the next two years, with a provincial matching requirement of $19.3 million. The SIF Agreement is a further supplemental agreement to the Investment in Affordable Housing (IAH) Agreement signed initially in 2011 and extended in 2014. The provincially matched portion of the new funding is provided to invest in additional affordable and renovation housing development (consistent with the IAH Agreement). The SIF Agreement also provides special funding directed at supporting seniors, victims of family violence and the renovation and retrofit of existing social housing. Initial planning and expenditures resulting from the SIF funding began in 2016, and will continue over the next couple of years. Housing development activities related to the IAH Agreement also continued in 2016 and will extend for the next several years.

In 2015, SHC-owned Affordable Housing Program units in larger (market) communities were consolidated into the Social Housing Program. The transition for tenants is being phased in over three years. To the end of 2016, approximately 1,500 units have been transitioned into social housing use. Further transitions are expected to occur over the next couple of years.

SHC continues with its portfolio renewal program. Work is progressing on the construction of 76 units of new multi-unit housing with the completion of these units expected in 2017 and 2018. To date, 121 more modern and energy efficient units have been completed, which are being financed through the sale of single family units. Sales are expected to continue for the next couple years.

In 2016, SHC began discussions with other government ministries to better understand the supports required to improve outcomes for housing tenants. Further work on understanding these supports and ways in which they could be provided will continue in 2017.

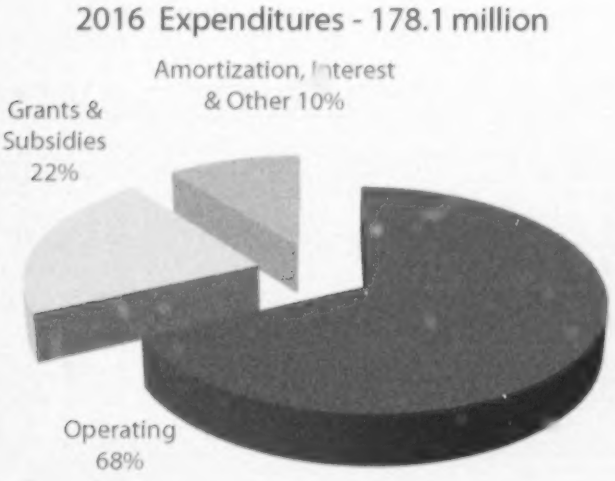
This year saw the introduction of a new First Home Plan loan program administered by SHC. This program provides for a repayable loan of up to $10,000 for recent post-secondary school graduates with unused provincial Graduate Retention Program tax credits. The loan is available for use as a portion of the down payment for the purchase of their first home in Saskatchewan and is repayable as they utilize their tax credits.

SHC continues to work with the Ministry of Social Services on the development of new residential homes in support of the closure of the Valley View Centre in Moose Jaw. To the end of 2016, SHC has completed six new residential properties and another 22 are under construction. Development of additional properties is anticipated to continue for the next few years.

2016 – Results of Operations

Expenditures

Saskatchewan Housing Corporation expenditures for 2016 were $178.1 million, a decrease of $11.0 million or 5.8 per cent (2015 - $189.1 million).



Costs of operating the rental housing portfolio (excluding amortization) were $120.7 million, a decrease of $7.8 million over prior year (2015 - $128.5 million). Major elements of operating costs for 2016 included:

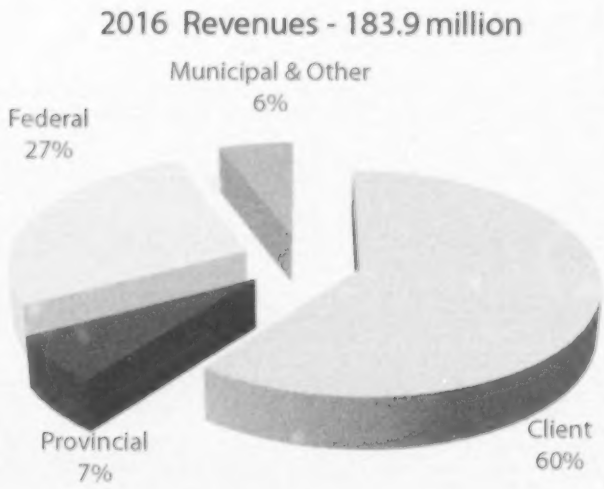
- Maintenance and renovation expenditures were $42.6 million in 2016, (2015 - $50.5 million);
- Utilities expenditures were $20.3 million (2015 - $20.3 million);
- Grants in lieu of property taxes were $15.4 million (2015 - $15.2 million); and
- Other operating expenditures were $42.4 million (2015 -$42.5 million).

Grants and subsidies expenditures decreased by $3.9 million to $38.7 million (2015 – $42.6 million). The difference was primarily the result of:

- Grants for improvements to facilities on behalf of government Ministries decreased by $2.6 million to $1.3 million (2015 - $3.9 million);
- Grants under affordable housing programs decreased by $2.6 million to $15.2 million (2015 - $17.8 million);
- Grants under the Housing Trusts decreased by $1.5 million to $0.1 million (2015 - $1.6 million); and
- Expenditure reductions were partially offset by increases in grants of $4.6 million (2015 - nil) under the First Home Plan loan program that began this year.

Revenues

Revenues for SHC were $183.9 million for 2016, a decrease of $11.8 million or 6.0 per cent (2015 - $195.7 million).



Rents and other income from clients decreased by $1.0 million in 2016 to $110.9 million (2015 - $111.9 million). This is a 0.9 per cent decrease and client revenue represents approximately 60.3 per cent of SHC's total revenue. Other revenue items of note include:

- Federal contributions of $50.1 million (2015 - $55.6 million). The decrease was primarily due to reduced social housing operating expenditures partially offset by activity under the new SIF agreement; and
- Provincial contributions of $12.3 million (2015 - $16.8 million). The decrease was primarily due to decreased revenue recognized for capital improvements to facilities completed on behalf of government Ministries and reduced activity on Housing Trust projects and projects funded provincially under the IAH agreement; and
- Gains on disposals of properties, interest income, and other contributions, including municipal contributions, decreased to $10.6 million (2015 - $11.4 million) primarily due to lower returns on sinking fund investments.

Investment in Properties

At the end of 2016, SHC had $155.7 million of investments in properties, representing the unamortized book value of approximately 18,200 owned rental units with a replacement value estimated to be $3.5 billion.

During the year, SHC completed $2.5 million of new properties and amortized $13.8 million of property costs.

Construction in progress at the end of 2016 was $10.4 million, $7.0 million above 2015. As these properties are completed, federal and provincial funding is allocated to fund the future amortization expense.

2016 Financial Position

Under the various federal agreements, SHC is able to defer to future years amounts received, but unexpended, in any given year. These Deferred Federal Contributions must be used for eligible program expenditures as specified in the agreements. During 2016, federal contributions received under the agreements were more than SHC's expenditures, resulting in an increase in accumulated deferrals of $10.6 million to $159.0 million at December 31, 2016 (2015 - $148.4 million). Of the 2016 ending amount, $135.3 million is available for future expenditures (2015 - $123.0 million) and $23.7 million (2015 - $25.4 million) is to fund future amortization expense of capital assets.

Operating activities realized $14.0 million cash in 2016. Capital activities, including investment in new properties, utilized $6.2 million in the year. Investing and financing activities realized $0.5 million, resulting in a net increase of $8.3 million in SHC's cash position for the year. The 2016 ending cash position is $123.5 million (2015 - $115.2 million).

The $123.5 million of cash held is mostly related to SHC's various deferred revenue sources, which will be recognized as related expenditures occur. At the end of 2016, SHC has $39.7 million in contractual obligations, not including ongoing subsidy assistance, associated with these deferred funds.

Saskatchewan Housing Corporation

Summary of Key Financial Operating Results

2013 – 2017 *(thousands)*

	2013	2014	2015	2016	2017 Plan
Rent, operating income and other contributions	$ 155,980	$ 122,944	$ 123,336	$ 121,557	$ 121,548
Recognized Provincial Contributions	13,835	12,024	16,764	12,274	10,745
Recognized Federal Contributions	54,726	48,279	55,587	50,064	94,500
Total Revenues	**$224,541**	**$183,247**	**$ 195,687**	**$ 183,895**	**$ 226,793**
Operating and other charges	$ 125,240	$ 125,541	$ 128,229	$ 120,686	$ 153,103
Grants and Subsidies	49,977	39,041	42,585	38,739	46,101
Amortization	13,149	12,811	13,277	13,773	13,005
Interest	4,716	5,021	4,966	4,870	4,864
Total Expenses	**$193,082**	**$182,414**	**$ 189,057**	**$ 178,068**	**$ 217,073**
Net Operations	**$ 31,459**	**$ 833**	**$ 6,630**	**$ 5,827**	**$ 9,720**

2016 Financial Overview

Management's Responsibility for the Consolidated Financial Statements of Saskatchewan Housing Corporation

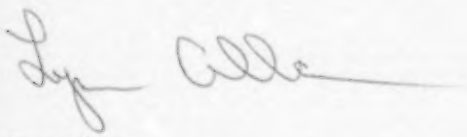
These consolidated financial statements have been prepared by management, which is responsible for the reliability, integrity and objectivity of the information provided.

The preparation of financial statements necessarily involves the use of estimates, based on informed judgments by management and giving appropriate consideration to reasonable limits of materiality. In the opinion of management, the consolidated financial statements present fairly, in all material respects, the financial position, results of operations, changes in net assets and cash flows of Saskatchewan Housing Corporation. Financial information presented elsewhere in this annual report is consistent with the consolidated financial statements and the underlying information from which the financial statements were prepared.

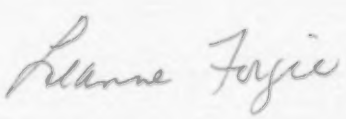
Management is responsible for maintaining a comprehensive system of accounting records, internal controls, policies and management practices, designed to provide reasonable assurance that transactions are properly authorized and in compliance with legislation, assets are safeguarded, and reliable financial information is available on a timely basis.

The Corporation's Board of Directors, through the Audit and Finance Committee, is responsible for ensuring that management fulfills its responsibility for financial reporting and internal controls. The Audit and Finance Committee meets periodically with management and with the external auditors to discuss matters relating to financial reporting, internal control and audits. The Audit and Finance Committee also reviews the consolidated financial statements before recommending approval by the Board of Directors.

The consolidated financial statements have been approved by the Board of Directors and by Treasury Board, and have been examined by external auditors appointed by the Lieutenant Governor in Council. The responsibility of the external auditors is to report to the Members of the Legislative Assembly regarding the fairness of presentation of the Corporation's financial position, results of operations, changes in net assets and cash flows as shown in the consolidated financial statements. The Auditors' Report outlines the scope of their examination and expresses their opinion.



Lynn Allan
President
March 21, 2017



Leanne Forgie
Acting Chief Financial Officer

Saskatchewan Housing Corporation
Consolidated Statement of Financial Position

As at December 31

(thousands)

	2016	2015
Assets		
Investment in properties (note 4)	$ 155,747	$ 160,177
Deposits with contractors	4,412	49
Loans receivable (note 5)	3,947	4,407
Accounts receivable	9,168	8,191
Debt retirement funds (note 6)	33,547	32,212
Cash (note 7)	123,513	115,166
	$ 330,334	**$ 320,202**
Liabilities, Deferred Contributions and Net Assets		
Liabilities and Deferred Contributions:		
Long-term debt (note 8)	$ 53,295	$ 54,331
Life lease deposit agreements	15,402	14,314
Accounts payable and accrued liabilities	21,625	21,770
Deferred federal contributions (note 9)	159,022	148,388
Deferred provincial contributions (note 10)	45,578	51,527
Other deferred contributions related to capital assets (note 11)	3,081	3,368
	$ 298,003	**$ 293,698**
Net Assets:		
Internally restricted – portfolio renewal reserve (note 12)	$ 22,502	$ 16,767
Internally restricted – risk reserve (note 12)	3,313	3,982
Internally restricted – renovation commitments (note 12)	500	649
Unrestricted	6,016	5,106
	$ 32,331	**$ 26,504**
	$ 330,334	**$ 320,202**

Contingencies and contractual obligations (notes 21 and 22)

See accompanying notes to the consolidated financial statements.

On behalf of the Board of Directors:

K Hanson

Keith Hanson
Chair

P. W. Pitka

Pat Pitka
Director

KPMG LLP
Hill Centre Tower II
1881 Scarth Street, 20th Floor
Regina Saskatchewan S4P 4K9
Canada
Telephone (306) 791-1200
Fax (306) 757-4703

INDEPENDENT AUDITORS' REPORT

To The Members of the Legislative Assembly, Province of Saskatchewan

We have audited the accompanying consolidated financial statements of Saskatchewan Housing Corporation, which comprise the consolidated statement of financial position as at December 31, 2016 and the consolidated statements of operations, changes in net assets, and cash flows for the year then ended, and notes, consisting of a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Saskatchewan Housing Corporation as at December 31, 2016 and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

KPMG LLP

March 21, 2017
Regina, Canada

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.

Saskatchewan Housing Corporation
Consolidated Statement of Operations

For the year ended December 31

(thousands)

	2016 Planned	2016 Actual	2015 Actual
Revenues:			
Rents and other income	$ 112,669	$ 110,941	$ 111,930
Interest income (note 14)	2,867	2,579	3,836
Gain on disposal of properties (note 15)	6,625	7,044	6,827
Federal contributions:			
Social Housing Agreement (note 9)	46,132	34,767	41,932
Agreement for Investment in Affordable Housing (note 9)	8,972	8,813	13,363
Social Infrastructure Fund Agreement (note 9)	---	6,192	---
Other agreements (note 9)	292	292	292
Provincial contributions:			
Operating	755	755	755
Housing trusts (note 10)	782	342	1,794
Affordable Housing programs and other (note 10)	16,005	11,177	14,215
Municipal and other contributions	1,041	993	743
	$ 196,140	**$ 183,895**	**$ 195,687**
Expenses:			
Operating (note 16)	$ 134,343	$ 120,704	$ 128,540
Grants and subsidies (note 17)	39,303	38,739	42,585
Amortization of investment in properties	12,720	13,773	13,277
Interest expense (note 18)	4,771	4,870	4,966
Other charges (recoveries)	---	(18)	(311)
	$ 191,137	**$ 178,068**	**$ 189,057**
Net operations	**$ 5,003**	**$ 5,827**	**$ 6,630**

See accompanying notes to the consolidated financial statements.

Saskatchewan Housing Corporation
Consolidated Statement of Changes in Net Assets

For the year ended December 31

(thousands)

	Internally Restricted				2016	2015
	Portfolio Renewal Reserve	Risk Reserve	Renovation Commitments	Unrestricted	Total Net Assets	Total Net Assets
Balance, beginning of year	$ 16,767	$ 3,982	$ 649	$ 5,106	$ 26,504	$ 19,874
Net operations	---	---	---	5,827	5,827	6,630
Expenses	(604)	---	(649)	1,253	---	---
Internal transfers (note 12)	6,339	(669)	500	(6,170)	---	---
Balance, end of year	**$ 22,502**	**$ 3,313**	**$ 500**	**$ 6,016**	**$ 32,331**	**$ 26,504**

See accompanying notes to the consolidated financial statements.

Saskatchewan Housing Corporation
Consolidated Statement of Cash Flows

For the year ended December 31

(thousands)

Cash Provided By (Used In):	2016	2015
Operating Activities:		
Net operations	$ 5,827	$ 6,630
Items not affecting cash:		
Amortization of investment in properties	13,773	13,277
Other recoveries	(26)	(61)
Interest income earned on debt retirement funds	(815)	(1,795)
Gain on disposal of properties	(7,044)	(6,827)
Federal contributions related to capital assets recognized as revenue	(2,100)	(2,080)
Provincial contributions related to capital assets recognized as revenue	(1,149)	(1,149)
Other contributions related to capital assets recognized as revenue	(287)	(287)
Payments from land profits holding account	---	(215)
Decrease (increase) in non-cash working capital balances related to operations	(1,586)	3,678
Increase in deferred federal contributions for expenses of future periods	12,273	3,495
Decrease in deferred provincial contributions for expenses of future periods	(4,870)	(12,527)
Deferral of interest income earned on provincial contributions	70	80
	$ 14,066	**$ 2,219**
Capital Activities:		
Investment in properties	$ (8,915)	$ (23,666)
Reduction in deposits with contractors	(4,363)	2,407
Proceeds from disposal of properties	7,100	6,861
	$ (6,178)	**$(14,398)**
Investing Activities:		
Decrease in loans receivable	$ 466	$ 507
	$ 466	**$ 507**
Financing Activities:		
Repayment of long-term debt	$ (1,036)	$ (1,299)
Debt retirement fund installments	(520)	(520)
Life lease deposit agreements net of refunds	1,088	1,553
Federal contributions allocated to capital assets	461	1,421
Provincial contributions designated for capital assets	---	67
	$ (7)	**$ 1,222**
Net (decrease) increase in cash position	$ 8,347	$ (10,450)
Cash, beginning of year	$ 115,166	$ 125,616
Cash, end of year	**$123,513**	**$ 115,166**

See accompanying notes to the consolidated financial statements.

Note 1: Status of the Corporation

The Saskatchewan Housing Corporation operates under the authority of *The Saskatchewan Housing Corporation Act*. Pursuant to section 36 of the Act, the Corporation receives contributions from the Government of Saskatchewan - General Revenue Fund.

The Corporation's general objectives are to undertake, facilitate, and promote measures which will contribute to the availability of adequate and suitable housing for all Saskatchewan residents, and in particular the provision of housing for senior citizens, families, the disabled and other groups or persons who require assistance. The Corporation also undertakes, facilitates and promotes measures to repair, rehabilitate and make improvements to housing.

The Corporation has been designated as a provincial Treasury Board Crown Corporation. Accordingly, its consolidated financial position, operating results and cash flows are included in the summary financial statements of the Government of Saskatchewan. As a Crown entity, the Corporation is not subject to federal income tax or provincial income and capital taxes.

Note 2: Significant Accounting Policies

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, including the PSA standards for government not-for-profit organizations. The following accounting policies are considered significant:

Basis of consolidation

The consolidated financial statements include the accounts of Saskatchewan Housing Corporation and local or regional housing authorities throughout the Province, controlled by the Corporation.

Housing authorities are corporate bodies with no share capital, established by ministerial order pursuant to subsection 18 (1) of *The Saskatchewan Housing Corporation Act*. They provide community-based property management services and deliver programs on behalf of the Corporation. Housing authorities are controlled by the Corporation by virtue of the fact that the Minister-in-charge of the Corporation has the legislative authority to appoint the members of each housing authority. Also, subsection 18 (9) of *The Saskatchewan Housing Corporation Act* provides that housing authorities must comply with policies established by the Corporation.

Transactions and account balances between the Corporation and housing authorities have been eliminated in these consolidated financial statements.

Revenue recognition

The Corporation follows the deferral method of accounting for contributions.

Provincial operating contributions provided through the Ministry of Social Services are unrestricted in nature, subject only to the broad provisions of section 36 of *The Saskatchewan Housing Corporation Act*. Accordingly, these contributions are recognized as revenue in the year they are received or receivable.

Provincial contributions that are restricted for a specified purpose (note 10) are deferred and are recognized as revenue when the related expenses are incurred. As directed by Treasury Board, interest income earned on investment of certain deferred provincial contributions is restricted for use on related program expenses; the restricted interest income is deferred and is recognized as revenue when the expenses are incurred. Provincial contributions used for investments in properties are recognized as revenue on the same basis as the amortization of the related assets.

Federal contributions provided by Canada Mortgage and Housing Corporation (CMHC) are restricted in accordance with provisions of federal-provincial agreements (note 9). Accordingly, federal contributions are recognized as revenue when the related expenses are incurred. For housing programs within the scope of the Social Housing Agreement, federal contributions are recognized as revenue after the application of provincial operating contributions. Federal contributions used for investments in properties and related capital assets are allocated to Deferred federal contributions - capital assets, and are recognized as revenue on the same basis as the amortization of the related assets.

Note 2: Significant Accounting Policies, continued

Revenue from property operations is recognized at the time the accommodation has been provided and there is reasonable assurance regarding collectability of the amount due from the resident household. If there is significant uncertainty as to ultimate collection, revenue is recognized when cash is received.

Grants and subsidies

Grants are recognized as an expense when an application for assistance has been approved and performance requirements have been met. Forgivable loans provided to homeowners, developers, landlords, co-operatives and non-profit housing sponsors are accounted for as grants. Amounts repaid by clients who do not satisfy loan forgiveness conditions are recorded as other income in the consolidated statement of operations.

The Corporation provides interest-free loans to eligible post-secondary graduates, for use toward the purchase of a first home (the "Graduate Retention Program - First Home Plan"). Borrowers will repay these loans in annual instalments equal to Graduate Retention Program income tax credits allowed by the Government of Saskatchewan for the prior taxation year, until available tax credits are fully used or have expired. Because there is a direct relationship between loan repayments and the Government assistance that is available to borrowers, the loans are accounted for as grants. Loan repayments will be recorded as an offset against the related grant expense in the consolidated statement of operations. Provincial contributions for use toward the First Home Plan are recognized as revenue when the related grant expense is incurred, net of loan repayments.

Subsidy assistance is provided to non-profit housing sponsors and co-operatives in accordance with operating agreements that set forth either a specified amount of assistance to be provided each year or the basis on which eligibility for assistance will be determined. For the latter type of operating agreements, subsidy assistance is recognized as an expense based on actual or estimated costs incurred by each housing sponsor in the year.

The Corporation has entered into agreements which provide for transfers of ownership of specified properties to non-profit housing sponsors, for no cash consideration. When such transfers of ownership occur, the fair value of the properties transferred is recorded as grants in kind.

Allocation of expenses

The fee for management services provided by the Ministry of Social Services (note 23) is allocated to operating expenses and to grant and subsidy programs based on the respective number of Ministry employees assigned to these functions. The Corporation applies this basis of allocation in a consistent manner each year.

Investment in properties

Investment in properties is carried at cost (which includes land, acquisition or construction, administrative and carrying costs), less accumulated amortization. The recorded cost of certain properties is net of amounts provided by CMHC and municipalities in consideration for an ownership interest in the properties.

The Corporation capitalizes costs that increase service potential by adding housing units to existing properties. Asset regeneration costs that result in replacement of housing units are also capitalized. Maintenance and renovation costs are expensed as incurred.

Amortization expense is recorded on a straight line basis over periods of up to forty years. On an ongoing basis, management reviews estimates of the useful life of properties, in the context of their respective service potential. These estimates are used to determine the periods over which the investment is amortized. Adjustments to amortization periods are accounted for on a prospective basis.

For properties whose service potential is impaired, due to a decline in the local demand for rental accommodation or other circumstances, the carrying amount is written down in proportion to the number of housing units for which vacancies are assessed by management as other than temporary in nature.

Properties held for sale are recorded at the lower of the carrying amount and fair value net of selling costs. Amortization is not recorded while a property is classified as held for sale. A property is classified as held for sale at the time the property is available for immediate sale, management has committed to a plan to sell the property and is actively marketing the property for sale at a price that is reasonable in relation to the fair value of the asset, and a sale is probable and expected to be completed within a one-year period. Land held for development is recorded at the lower of net realizable value and cost.

Note 2: Significant Accounting Policies, continued

Interest capitalization

Interest is capitalized on housing projects at rates established at individual project commitment dates, based on approximate market rates at the time.

Contaminated Sites

Contaminated sites result from the introduction into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds the maximum acceptable concentration under an environmental standard. A liability for remediation of a contaminated site is recognized when all of the following criteria are met: an environmental standard exists; contamination exceeds the environmental standard; the Corporation is directly responsible or accepts responsibility; the Corporation expects that future economic benefits will be given up; and a reasonable estimate of the amount can be made.

System development

Software license acquisitions and related applications development costs are capitalized. System development costs are amortized on a straight line basis from the date the system is placed in use, over the estimated useful life of up to ten years.

Financial instruments – classification and measurement

The Corporation has classified its financial instruments into one of the following measurement categories: fair value; or cost or amortized cost. The classification of financial instruments is designated upon initial recognition.

Cash is measured at cost. Debt retirement fund investments are measured at amortized cost. Interest income earned and realized gains or losses on debt retirement fund investments are included in interest income.

Accounts receivable and loans receivable are measured at cost. Loss provisions in respect of tenant accounts are netted against rents and other income. Loan impairment provisions are included in other charges (recoveries) in the consolidated statement of operations.

Accounts payable and accrued liabilities, life lease deposit agreements and long-term debt are measured at cost.

Loans receivable

Loans receivable are recorded at cost, less an allowance for loan impairment. Cost includes amounts advanced, accrued interest and other charges, less repayments.

Debt retirement funds

Debt retirement funds consists of monies deposited into funds administered by the Saskatchewan Ministry of Finance, invested to provide funds for repayment of advances from the General Revenue Fund. Interest income on investments is recognized as revenue in the period it is earned.

Cash

Cash consists of cash on hand and balances with banks, net of outstanding cheques.

Life lease deposit agreements

The Corporation has received interest-free deposits from residents of certain seniors' housing projects, in consideration for a life interest in a designated housing unit. Amounts received in respect of individual deposit agreements are refundable to the residents or to their personal representative, and are recorded as a liability of the Corporation.

Note 2: Significant Accounting Policies, continued

Indemnities

Losses on indemnities (note 21) are provided for on the basis of an assessment of mortgage accounts that are in arrears, taking into consideration the fair value of the associated property net of selling costs.

Use of estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the reporting period. Significant items subject to estimates include the carrying amount and amortization of investment in properties and underlying assessments of service potential, and the carrying amount of loans receivable and underlying estimates of the allowance for loan impairment. Due to the inherent uncertainty involved, actual results could differ from management's estimates.

Note 3: Recently Issued Public Sector Accounting Standards

The Public Sector Accounting Board has issued several new standards that are not yet effective and that have not been applied in preparing these consolidated financial statements. The new standards are as follows:

- Section PS 3210, Assets, provides guidance for applying the definition of assets set out in Section
- PS 1000, Financial Statement Concepts, and establishes general disclosure standards for assets.
- Section PS 3320, Contingent Assets, defines and establishes disclosure standards for contingent assets.
- Section PS 3380, Contractual Rights, defines and establishes disclosure standards for contractual rights.
- Section PS 3430, Restructuring Transactions, defines a restructuring transaction and establishes standards for recognition and measurement of assets and liabilities transferred in a restructuring transaction.

Sections PS 3210, PS 3320 and PS 3380 are effective for financial statements relating to fiscal years beginning on or after April 1, 2017. Section PS 3430 is effective for financial statements relating to fiscal years beginning on or after April 1, 2018.

The Public Sector Accounting Board has also issued Section PS 2200, Related Party Disclosures, which for government not-for-profit organizations is effective for financial statements relating to fiscal years beginning on or after April 1, 2017, upon the withdrawal of Section PS 4260, Disclosure of Related Party Transactions by Not-for-Profit Organizations from the Public Sector Accounting Handbook. The intent is to align disclosure requirements with standards that will be applicable for other public sector entities.

The Corporation plans to adopt the standards in the fiscal year in which they are effective. Management is currently analyzing the impact that these standards will have on the consolidated financial statements.

Note 4: Investment in Properties

(thousands)

			2016	2015
	Cost	Accumulated Amortization	Carrying Amount	Carrying Amount
Wholly-owned housing projects	$ 304,868	$ 185,170	$ 119,698	$ 126,674
Housing investment	134,604	110,595	24,009	28,297
Other properties	2,598	1,156	1,442	1,575
Construction in progress	10,370	---	10,370	3,444
Properties held for sale	334	289	45	4
Land held for development	183	---	183	183
	$ 452,957	**$ 297,210**	**$ 155,747**	**$ 160,177**

Note 4: Investment in Properties, continued

The carrying amount of Investment in properties is dependent upon the continued receipt of contributions from CMHC and from the General Revenue Fund.

Housing investment represents the Corporation's ownership interest in housing projects constructed or acquired pursuant to partnership agreements. The Corporation's cost is net of amounts provided by CMHC and municipalities in consideration for an ownership interest in the housing projects.

The Corporation and CMHC have executed a Declaration of Trust by which the Corporation is trustee for CMHC's ownership interest in partnership and 100% CMHC-owned housing projects. CMHC's ownership interest will be earned by the Corporation over the remainder of each project's CMHC subsidy commitment period, in amounts which correspond to CMHC's annual amortization of the assets. Accordingly, no increase in investment in properties was recorded by the Corporation.

Note 5: Loans Receivable

(thousands)

			2016	2015
	Amortized Cost	Allowance for Loan Impairment	Carrying Amount	Carrying Amount
Second mortgages	$ 3,313	$ 653	$ 2,660	$ 3,044
Other mortgages	1,287	---	1,287	1,363
	$ 4,600	**$ 653**	**$ 3,947**	**$ 4,407**

Second mortgages mature at various dates from 2018 to 2021 and are repayable in full at the maturity date. Interest income recorded by the Corporation is comprised of accrued interest due from clients at rates from 2.15% to 2.38% (2015 - 2.15% to 2.38%) plus a subsidy of 2.00%.

Other mortgages are repayable in monthly instalments of principal and interest and mature at various dates to the year 2026. These loans earned interest income at rates from 3.10% to 3.22% (2015 - 3.22% to 5.10%).

Note 6: Debt Retirement Funds

(thousands)

Under conditions attached to advances from the General Revenue Fund (note 8), the Corporation is required to pay annually into debt retirement funds held and invested by the Saskatchewan Ministry of Finance an amount at least equal to one per cent of the advances outstanding. Debt retirement funds are invested primarily in provincial government debt instruments, including Province of Saskatchewan debt instruments with a weighted average yield of 3.06% as at December 31, 2016 (2015 – 2.98%).

Debt retirement fund instalments totalling $520 are due in each of 2017 and 2018. Debt retirement fund instalments totalling $209 are due in 2019.

Note 7: Cash

(thousands)

Cash is comprised of bank balances of $123,513 (2015 - $115,166), which earned interest at rates from 0.70% to 1.15% (2015 – 1.15% to 1.43%) per annum.

Note 8: Long-term Debt

(thousands)

		2016	2015
Advances repayable to General Revenue Fund:			
Year Repayable	**Weighted Average Interest Rate (%)**		
2019	6.27	$ 31,106	$ 31,106
2020	6.48	20,898	20,898
		$ 52,004	$ 52,004
Mortgages payable to CMHC, due at various dates from January 1, 2017 to March 1, 2019, repayable in monthly instalments of $81 including interest at rates from 1.65% to 1.92%, secured by properties with a carrying amount of $3,199 (2015 - $3,811):		1,291	2,327
		$ 53,295	**$ 54,331**

Principal repayments due in each of the next four years are as follows:	2017	$ 704
	2018	455
	2019	31,238
	2020	20,898

Note 9: Deferred Federal Contributions

(thousands)

	2016	2015
Expenses of future periods	$135,271	$122,998
Capital assets	23,751	25,390
	$159,022	**$148,388**

Expenses of Future Periods

				2016	2015
	Social Housing Agreement	**Agreement for Investment in Affordable Housing**	**Social Infrastructure Fund Agreement**	**Total**	**Total**
Balance, beginning of year	$ 121,137	$ 1,861	$ ---	$ 122,998	$ 119,503
Contributions from CMHC	42,936	8,662	7,707	59,305	56,974
Interest credited	1,393	---	---	1,393	1,449
Contributions allocated to capital assets	---	(250)	(211)	(461)	(1,421)
Recognized as revenue	(33,019)	(8,753)	(6,192)	(47,964)	(53,507)
Balance, end of year	**$ 132,447**	**$ 1,520**	**$ 1,304**	**$ 135,271**	**$ 122,998**

Note 9: Deferred Federal Contributions, continued

The Social Housing Agreement took effect on January 1, 1997. Pursuant to the Agreement, CMHC will pay fixed annual contributions to the Corporation over the remainder of the CMHC subsidy commitment period for individual housing projects. A specified amount of the annual contributions must be applied toward housing programs which assist low income households, as defined in the Agreement. The portion of contributions that may be applied toward other programs within the scope of the Agreement is similarly specified. Interest is credited to Deferred federal contributions - expenses of future years in accordance with the Agreement. Unexpended federal contributions must be carried forward by the Corporation for use toward expenses of future periods. Such contributions must be fully used by the Funding Expiration Date of December 31, 2038.

The objective of the Agreement for Investment in Affordable Housing is to reduce the number of households in need, by improving access to affordable housing. Programs within the scope of the Agreement increase housing supply, improve housing affordability, improve and preserve the quality of the existing housing stock or extend the independent living capacity of seniors and persons with disabilities. A Supplementary Agreement (the "2015-2019 Extension") provides for CMHC to make contributions to the Corporation of up to $45,950 for use toward commitments approved by March 31, 2019. The Supplementary Agreement stipulates that funding approved for projects that are subsequently cancelled must be recommitted by March 31, 2020.

During the year, the Corporation and CMHC executed the Social Infrastructure Fund (SIF) Agreement. CMHC will make additional contributions of up to $19,308 for use toward programs within the scope of the Agreement for Investment in Affordable Housing, for commitments approved by the Corporation from April 1, 2016 to March 31, 2018 (the "2016-2018 SIF Allocation Increase"). CMHC will also make contributions of up to $35,470 for use toward the construction or renovation of affordable housing for seniors and shelters for victims of family violence and for renovation and retrofit of pre-1997 housing that remains within the scope of the Social Housing Agreement, for commitments approved by the Corporation from April 1, 2016 to March 31, 2018 (the "2016-2018 Special SIF Funding"). Contributions received from CMHC under the 2016 Social Infrastructure Fund Agreement must be fully disbursed and projects completed by not later than two years from the respective project funding commitment dates.

Capital Assets

				2016	2015
	Social Housing Agreement	Agreement for Investment in Affordable Housing	Other Agreements	Total	Total
Balance, beginning of year	$ 15,271	$ 1,257	$ 8,862	$ 25,390	$ 26,049
Contributions allocated	---	250	211	461	1,421
Recognized as revenue	(1,748)	(60)	(292)	(2,100)	(2,080)
Balance, end of year	**$ 13,523**	**$ 1,447**	**$ 8,781**	**$ 23,751**	**$ 25,390**

The Corporation may allocate federal contributions to investments in properties and related capital assets owned by the Corporation. Deferred federal contributions related to capital assets represent the unrecognized amount used for that purpose. These contributions are recognized as revenue on the same basis as the amortization of the related assets.

Note 10: Deferred Provincial Contributions

(thousands)

	2016	2015
Housing Trusts	$ 5,284	$ 5,626
Affordable Housing Programs and other	40,294	45,901
	$ 45,578	**$ 51,527**

Housing Trusts

				2016	2015
	Affordable Housing Trust	Off-Reserve Aboriginal Housing Trust	Capital Assets	Total	Total
Balance, beginning of year	$ 1,864	$ 94	$ 3,668	$ 5,626	$ 7,420
Recognized as revenue	(90)	(12)	(240)	(342)	(1,794)
Balance, end of year	**$ 1,774**	**$ 82**	**$ 3,428**	**$ 5,284**	**$ 5,626**

Monies allocated to the Government of Saskatchewan from federal housing trusts are to be used for initiatives that are consistent with the intent of certain conditions established by the federal government, as set forth in the Operating Principles for each trust. Affordable Housing Trust monies are to be used for capital investments, and are not to be used to support property operations or to provide ongoing subsidy assistance to housing sponsors. Off-Reserve Aboriginal Housing Trust monies are to be used for initiatives that directly support housing for Métis and First Nations persons living off-reserve. The contributions are recognized as revenue when related expenses are incurred.

Affordable Housing Programs and Other

				2016	2015
	Expenses of Future Periods				
	Affordable Housing Programs	Other	Capital Assets	Total	Total
Balance, beginning of year	$ 12,148	$ 9,953	$ 23,800	$ 45,901	$ 57,636
Contributions received		5,500	---	5,500	3,300
Refund to General Revenue Fund	---	---	---	---	(900)
Contributions allocated	(2,500)	2,500	---	---	---
Interest credited	70	---	---	70	80
Recognized as revenue	(199)	(10,069)	(909)	(11,177)	(14,215)
Balance, end of year	**$ 9,519**	**$ 7,884**	**$ 22,891**	**$ 40,294**	**$ 45,901**

Deferred provincial contributions for Affordable Housing programs includes unexpended funding provided to enable the Corporation to satisfy cost-matching obligations under the Agreement for Investment in Affordable Housing, to pay expenses associated with neighbourhood revitalization and to assist low income households through homeownership programs.

Note 10: Deferred Provincial Contributions, continued

Other deferred provincial contributions for expenses of future periods are comprised of the following:

	2016	2015
Graduate Retention Program – First Home Plan	$ 906	$ ---
Rental Construction Incentive	3,709	4,108
Affordable Home Ownership Program	---	647
Housing Summit Action Fund	818	1,460
Ministry of Social Services initiatives	2,451	3,596
Contribution from other Ministries	---	142
	$ 7,884	**$ 9,953**

In 2016, the Corporation received contributions of $5,500 (2015 – $0) from the Ministry of Social Services for the Graduate Retention Program - First Home Plan, $0 (2015 - $2,295) for the Rental Construction Incentive program and $0 (2015 - $5) for other initiatives.

In 2016, no contributions were received from other provincial Ministries. In 2015, the Corporation received a contribution of $1,000 from the Ministry of Health for fire safety upgrades in small care homes.

These contributions, and similarly restricted contributions received in prior years, are recognized as revenue when related expenses are incurred. Contributions designated for capital assets are recognized as revenue on the same basis as the amortization of the related assets.

Note 11: Other Deferred Contributions Related to Capital Assets

(thousands)

	2016	2015
Balance, beginning of year	$ 3,368	$ 3,767
Transfer to other staff housing accounts	---	(112)
Recognized as revenue	(287)	(287)
Balance, end of year	**$ 3,081**	**$ 3,368**

This balance relates to staff housing and other properties transferred to the Corporation, as well as contributions provided by Saskatchewan government ministries and municipalities for the construction or acquisition of housing by the Corporation. These contributions are recognized as revenue on the same basis as the amortization of the related properties.

Note 12: Internally Restricted Net Assets

(thousands)

Portfolio Renewal Reserve

The Corporation's portfolio renewal initiative provides for acquisition of multi-family properties in selected communities, to be financed using the proceeds from disposal of single-family homes in those communities. The Corporation has established a Portfolio Renewal Reserve, which is used to offset amortization charges in respect of the properties acquired. For the year ended December 31, 2016, gains of $6,339 (2015 - $6,723) on disposal of properties have been internally restricted for this purpose.

Risk Reserve

The Corporation has established a Risk Reserve, to mitigate operating risks associated with the Corporation's financial responsibility for housing programs transferred from CMHC pursuant to the Social Housing Agreement. The Corporation's board of directors has approved annual transfers from the Risk Reserve to Unrestricted Net Assets, to be determined based on the reduction in the aggregate balance of CMHC mortgages outstanding (note 21). For the year ended December 31, 2016, $669 (2015 - $619) was transferred from the Risk Reserve to Unrestricted Net Assets.

Renovation Commitments

The Corporation and housing authorities controlled by the Corporation enter into contracts for renovation of properties. An internal restriction of net assets has been made to reflect outstanding commitments under renovation contracts as of December 31, 2016. As expenses are incurred they are charged to operations, with a corresponding reduction to the appropriated amount.

Note 13: Financial Instruments and Risk Management

(thousands)

The Corporation, through its financial assets and liabilities, is exposed to various risks. The following analysis explains the nature and extent of the Corporation's exposures to credit risk, interest rate risk, other price risk and liquidity risk, and how the Corporation manages those risks.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Corporation is exposed to credit risk through its cash balances, debt retirement funds, accounts receivable and loans receivable. The maximum exposure to credit risk, as represented by the carrying amounts of these financial assets, is as follows:

	2016	2015
Cash	$ 123,513	$ 115,166
Debt retirement funds	33,547	32,212
Accounts receivable	9,168	8,191
Loans receivable	3,947	4,407

The Corporation's policy is to invest only in instruments which secure the preservation of capital and sufficient liquidity to meet short-term financial obligations as they come due. The Corporation may also invest cash in interest-earning bank accounts (note 7). Credit risk is minimized by transacting with institutions that have strong credit ratings.

Debt retirement funds are on deposit with the General Revenue Fund, and are invested as the Saskatchewan Ministry of Finance may determine. As at December 31, 2016, the funds are invested primarily in provincial government debt instruments with varying maturities. Credit risk associated with these investments is considered to be low.

Note 13: Financial Instruments and Risk Management, continued

Accounts receivable consist primarily of amounts due from CMHC and municipalities, federal Goods and Services Tax rebates, accrued interest income and amounts due from non-profit housing sponsors, which in aggregate represent 86% (2015 - 84%) of balances outstanding. The carrying amount of these and other accounts receivable, excluding tenant accounts, is $8,827 as at December 31, 2016 (2015 - $7,800). Credit risk on these accounts is considered to be low, and management does not consider the amounts outstanding to be past due.

Tenant accounts are managed by housing authorities. Credit risk arises from the possibility that tenants might be unable to fulfill their lease commitments. Housing authorities mitigate this risk by conducting rental reference checks prior to tenant placement, through well defined procedures for addressing rent arrears, and by limiting the exposure to credit loss for any one tenant.

The carrying amount of tenant accounts receivable is $341 as at December 31, 2016 (2015 - $391). This amount is comprised of rent arrears in respect of current tenants totalling $236 (2015 - $211) and former tenants totalling $1,060 (2015 - $1,043), less an allowance for doubtful accounts of $955 (2015 - $863).

The allowance for doubtful accounts is determined based on a review of account balances in respect of former tenants. Rent arrears in respect of current tenants are not considered to be impaired, as there is an ongoing client relationship. Account balances in respect of former tenants are written off once it is determined that all reasonable collection efforts have been exhausted, and the Corporation's management has approved a write-off. Changes in the allowance for doubtful accounts are as follows:

	2016	2015
Balance, beginning of year	$ 863	$ 819
Accounts written off	(810)	(808)
Recoveries	105	118
Provision for bad debts	797	734
Balance, end of year	**$ 955**	**$ 863**

Credit risk also arises from the possibility that borrowers might default on their contractual loan obligations. Credit exposure on loans receivable is managed through appropriate account administration.

For second mortgages, the allowance for loan impairment consists of specific provisions for accounts that management considered to be impaired, and a general provision for other potential future credit losses. For other mortgages and loans, the allowance for impairment is determined on the basis of a review of individual clients' payment records. Generally, management considers an account to be impaired if there is no longer reasonable assurance of timely collection of the full amount of principal and interest. Management also takes into consideration the estimated realizable value of mortgage security where applicable. Changes in the allowance for loan impairment are as follows:

	2016	2015
Balance, beginning of year	$ 614	$ 655
Accounts written off	---	(16)
Provision for (reduction in) impairment	39	(25)
Balance, end of year	**$ 653**	**$ 614**

Credit risk associated with the obligation to indemnify CMHC against losses on certain loans is described at Note 21, Contingencies.

Note 13: Financial Instruments and Risk Management, continued

Interest rate at risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Corporation is exposed to interest rate risk through its debt retirement fund investments, cash, loans receivable and long-term debt.

The Corporation manages interest rate risk on long-term debt by obtaining long-term advances from the General Revenue Fund at fixed interest rates, and by renewing mortgage financing with CMHC at fixed interest rates for the maximum available term. Because long-term debt is comprised entirely of instruments with fixed interest rates, the Corporation has not provided a sensitivity analysis to show the effect of interest rate changes on operating results.

As at December 31, 2016, the Corporation had no financial contracts in place to offset interest rate risk.

Management believes that reasonably possible changes in interest rates over the next year would not result in a material change in the fair value of debt retirement fund investments; therefore the Corporation has not provided a sensitivity analysis to show the effect of such interest rate changes on operating results.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk), whether those changes are caused by factors specific to the particular financial instrument or its issuer or factors affecting all similar financial instruments traded in the market. The Corporation is exposed to other price risk through its debt retirement fund investments.

Liquidity risk

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting financial obligations as they fall due. To manage liquidity risk, the Corporation maintains adequate cash balances. The Corporation also maintains a line of credit facility with the General Revenue Fund, which allows the Corporation to access up to $45,000 on a revolving basis. The Corporation did not draw on this line of credit facility in 2016 or in 2015.

A maturity analysis of the Corporation's financial liabilities as at December 31, 2016 is as follows. The contractual cash flows reported are undiscounted and include interest payments and finance charges.

		Contractual Cash Flows				
	Carrying Amount	**Total**	**2017**	**2018**	**2019 to 2021**	**2022 and thereafter**
Advances repayable to General Revenue Fund	$ 52,004	$ 62,223	$ 3,304	$ 3,304	$ 55,615	$ ---
Mortgages payable to CMHC	1,291	1,305	1,153	129	23	---
Long-term debt	53,295	63,528	4,457	3,433	55,638	---
Life lease deposit agreements	15,402	15,402	15,402	---	---	---
Accounts payable and accrued liabilities	21,625	21,790	20,890	103	308	489
	$ 90,322	**$ 100,720**	**$ 40,749**	**$ 3,536**	**$ 55,946**	**$ 489**

Note 14: Interest Income

(thousands)

	2016	2015
Interest income earned on debt retirement funds	$ 815	$ 1,795
Interest income earned on other investments	1,426	1,676
Interest income earned on loans receivable	408	445
Less amounts deferred	(70)	(80)
	$ 2,579	**$ 3,836**

Note 15: Gain on Disposal of Properties

(thousands)

In 2016, the Corporation disposed of certain properties, comprised mostly of single-family homes. Proceeds, net of CMHC's share and the municipal share where applicable, were $7,100 (2015 - $6,861). A gain on disposal of $7,044 (2015 - $6,827) was recognized.

Note 16: Operating Expenses

(thousands)

	2016	2015
Maintenance and renovation	$ 42,563	$ 50,549
Utilities	20,352	20,280
Grants in lieu of property taxes	15,380	15,196
Other operating	42,409	42,515
	$ 120,704	**$ 128,540**

Other operating expense includes charges totalling $4,207 (2015 - $4,207) in respect of management services provided to the Corporation by the Ministry of Social Services.

Note 17: Grants and Subsidies

(thousands)

	2016	2015
Affordable Housing Programs	$ 15,158	$ 17,751
Housing Trusts	102	1,553
Graduate Retention Program – First Home Plan	4,594	---
Rental Construction Incentive	3,390	3,635
Affordable Home Ownership Program	156	531
Housing Summit Action Fund	641	771
Subsidy assistance - Non-profit housing	10,818	11,851
Subsidy assistance - Co-operative housing	2,010	1,870
Other grants and subsidies	1,870	4,623
	$ 38,739	**$ 42,585**

Note 17: Grants and Subsidies, continued

Subsidy assistance is provided to non-profit housing sponsors and co-operatives in accordance with operating agreements that set forth either a specified amount of assistance to be provided each year or the basis on which eligibility for assistance will be determined. These agreements expire at various dates to the year 2029 (note 22(d)).

Subsidy assistance - Non-profit housing includes assistance of $1,399 (2015 - $1,618) provided to Regional Health Authorities, in respect of certain nursing home facilities.

Grants and subsidies expense includes charges totalling $503 (2015 - $503) in respect of management services provided to the Corporation by the Ministry of Social Services.

Note 18: Interest Expense

(thousands)

	2016	2015
Interest paid during the year	$ 3,479	$ 3,519
Interest credited to deferred federal contributions	1,393	1,449
Reduction in accruals	(2)	(2)
	$ 4,870	**$ 4,966**

Interest incurred includes $3,304 (2015 - $3,304) on advances repayable to the General Revenue Fund. Accrued interest payable to the General Revenue Fund at December 31, 2016 totaled $774 (2015 - $774).

Note 19: Expenses by Object

(thousands)

	2016	2015
Salaries and benefits	$ 24,117	$ 23,857
Purchased goods and services	96,587	104,683
Grants and subsidies	38,739	42,585
Amortization	13,773	13,277
Interest expense	4,870	4,966
Other	(18)	(311)
	$ 178,068	**$ 189,057**

Note 20: Pension Plan

(thousands)

Housing authorities and eligible employees participate in the Public Employees Pension Plan (PEPP), a multi-employer defined contribution pension plan sponsored by the Government of Saskatchewan. The housing authorities' financial obligation is limited to providing contributions at a specified rate in respect of employees' current service. For the year ended December 31, 2016, employer contributions of $1,576 (2015 - $1,541) to pension plans are included in other operating expense (note 16).

Note 21: Contingencies

(thousands)

Pursuant to the Social Housing Agreement, the Corporation is responsible for the administration of a portfolio of mortgage loans provided by CMHC to third party housing sponsors. The Agreement states that the Corporation shall indemnify CMHC against all losses and expenses arising from defaults by borrowers. As at December 31, 2016, mortgages with an aggregate balance of $73,845 (2015 - $88,828) were outstanding. The mortgages are being amortized through monthly payments and mature at various dates to the year 2030.

The portfolio includes 73 (2015 - 76) mortgages, totalling $31,484 (2015 - $35,715), provided to non-profit and co-operative housing sponsors who receive ongoing subsidy assistance from the Corporation that is presently sufficient to enable mortgage payments to be made when due. The portfolio also includes 161 (2015 - 175) mortgages, totalling $42,361 (2015 - $53,113), provided to sponsors of nursing home or group home facilities who receive funding for operations from the Ministry of Health or the Ministry of Social Services, respectively.

The Corporation has established a Risk Reserve (note 12) to fund losses incurred on the portfolio of CMHC mortgages. As at December 31, 2016, none of the mortgages administered on behalf of CMHC were in default, and accordingly no liability is recorded in respect of the Corporation's obligation to indemnify CMHC.

Note 22: Contractual Obligations

(thousands)

The Corporation has the following contractual obligations as at December 31, 2016:

(a) Property acquisition and construction costs of $19,980

(b) Renovation costs of $500

(c) Rental obligations in respect of operating leases for office space and maintenance facilities for the next five years as follows:

2017	$633
2018	405
2019	171
2020	42
2021	21

(d) Grants and subsidies:

The Corporation has approved commitments under various programs for grants or ongoing subsidy assistance to homebuyers, homeowners, private developers and landlords, co-operatives, non-profit housing sponsors and Regional Health Authorities.

As at December 31, 2016, commitments for grants for which performance requirements have not been met totaled $17,900.

The estimated cost of ongoing subsidy assistance for the next five years is as follows:

2017	$11,766
2018	11,266
2019	10,698
2020	10,132
2021	9,937

Ongoing subsidy assistance obligations include amounts to be provided to Regional Health Authorities as follows:

2017	$ 1,110
2018	1,106
2019	1,106
2020	1,105
2021	1,101

Uncertainty regarding future interest rates and other economic factors precludes reasonable estimation of the Corporation's obligations for ongoing assistance beyond a five-year period.

Note 23: Related Party Transactions

(thousands)

Included in these consolidated financial statements are transactions with various Saskatchewan Crown corporations, ministries, and agencies related to the Corporation by virtue of common control by the Government of Saskatchewan, collectively referred to as "related parties".

Transactions with related parties in the normal course of operations are settled at the prevailing prices charged by these organizations, under normal trade terms. These transactions are not significant to the Corporation's consolidated operations or financial position except as described below.

	2016	2015
Expenses:		
Services provided by Saskatchewan Power Corporation ("SaskPower")	$ 7,357	$ 6,923
Services provided by SaskEnergy Incorporated ("SaskEnergy")	5,107	5,391
Services provided by Ministry of Social Services	4,710	4,710
Services provided by Ministry of Central Services - Information Technology Division	1,649	1,600
Investment in properties, for the year ended December 31:		
Services provided by SaskPower	$ 8	$ 9
Services provided by SaskEnergy	7	4
Accounts payable and accrued liabilities, as at December 31:		
SaskPower	$ 454	$ 420
SaskEnergy	551	491
Ministry of Central Services - Information Technology Division	32	210

The Ministry of Social Services provides management services to the Corporation. Charges are recorded for administration of housing operations and other programs within the scope of the Social Housing Agreement, for delivery of programs within the scope of other agreements between the Corporation and CMHC, and for delivery of programs funded from provincial contributions. Amounts charged to the Corporation do not exceed related costs incurred.

Accounts payable and accrued liabilities as at December 31, 2016 includes $1,145 (2015 - $1,042) received from Saskatchewan government ministries and agencies, restricted for use on renovations to Staff Housing units.

Other transactions with and amounts due to related parties are described separately in these consolidated financial statements and the notes thereto.

Corporate Governance

Board Responsibilities

The Board is responsible for establishing a strategic direction for the Corporation within the context of Government priorities and directions and monitoring results towards those ends.

The Board does not become involved in day-to-day management, but entrusts operational decisions to senior management. Senior management is held accountable for the Corporation's performance.

Board Composition and Compensation

As of December 31, 2016, the Board consisted of six members with diverse experience and expertise, representing a broad spectrum of housing industry stakeholders.

As a Treasury Board Crown Corporation, remuneration for the Board is established by Treasury Board Policy. Board members receive per diems for meetings attended. Travel and sustenance reimbursement for Board business is at prevailing Saskatchewan Government rates.

Committees

The Board has established the following committees to address specific areas of Board responsibility. These committees are essential mechanisms in ensuring that the business of the Corporation is conducted in a timely and appropriate manner.

Audit and Finance Committee

The Audit and Finance Committee assists the Board in ensuring the Corporation meets legal, reporting, and accountability requirements set out in relevant legislation; financial integrity and transparency; adequate and effective management of information systems and sufficient risk management. The committee also assists the Board with other matters related to the Corporation's accounting policies, reporting practices, and internal controls.

Governance Committee

The Governance Committee provides leadership to the Board in relation to all governance processes, policies, and principles of the Corporation, along with undertaking other duties upon request to assist the Board in delivering governance practices.

Board of Directors

Keith Hanson (Chair)

Mr. Hanson, a Professional Engineer, has been involved in the housing industry for more than 30 years, and has always had a passion for the development and provision of appropriate, efficient and financially sustainable housing. He is currently President and CEO of Sun Ridge Residential Inc., a Saskatchewan-based company specializing in housing systems, energy and environmental efficiency, housing affordability and quality assurance.

Arthur Postle (Vice-Chair)

Mr. Postle was born, raised, and educated in Saskatoon where he attended the University of Saskatchewan, graduating with a Bachelor of Commerce degree in 1967. Upon graduation he articled with Touche, Ross, Bailey & Smart, a predecessor firm to Deloitte. He was designated a Chartered Accountant in 1971, and joined Federated Co-operatives Limited in 1974 as Director of Internal Audit. He later became Finance Manager, and then Senior Vice-President Treasurer in 1988. In 2007, he was appointed Chief Executive Officer, a position he held until his retirement in 2010. Mr. Postle is actively involved in a number of community organizations and proudly calls Saskatoon and Saskatchewan home.

Pat Pitka (Director)

Mr. Pitka is a Chartered Accountant by profession, having been a Partner with KPMG in Regina and Saskatoon, and was recognized by the Institute of Chartered Accountants of Saskatchewan with the distinction of Fellow in 1988. Pat has been involved in the nursing home industry for more than 30 years. Currently he is involved in the construction of a 176 suite Assisted and Independent Living complex in Saskatoon. He also serves as Chief Financial Officer with a number of organizations.

Steve Compton (Director)

Mr. Compton is the CEO of the Regina Food Bank and the acting Executive Director for the provincial association, Food Banks of Saskatchewan.

Over the last 10 years, he has worked towards helping those most vulnerable across the province dealing with hunger and food insecurity by drawing on his previous experiences in various senior management roles in both the retail and wholesale food industry. As a member of the Advisory Group on Poverty Reduction, Mr. Compton contributed to the development and release of the Government of Saskatchewan's Poverty Reduction Strategy. He has also contributed at a national level with Food Banks Canada.

Kathy Fehr-Yung (Director)

Ms. Fehr-Yung is a seasoned Real Estate professional who is involved in industry and community endeavors. As a business owner, she brings experience in human resources, construction, financial literacy and change order management.

Ms. Fehr-Yung has past board experience with the Public School District Board and Parks and Recreation. She currently serves as a Director with the Yorkton and District Council of Realtors, and represents Saskatchewan Realtors as the Political Activist Committee Representative. She is a champion of governance and looks forward to the opportunity to contribute to the Province.

Greg Miller (Director)

Mr. Miller became a Director on the Board in January 2017. Prior to joining Social Services, he was Associate Deputy Minister for Saskatchewan Education. He served as the co-chair of the Province's Senior Inter-Ministry Steering Committee, working to co-ordinate programs across the human service ministries to provide better outcomes for families, children and youth. He is also a member of the Community Safety Knowledge Alliance.

Mr. Miller's firsthand experiences with the human service systems continue to fuel his passion for the work he does today.

Bob Linner (Vice Chair) June 2009 – June 2016

Mr. Linner served in a leadership capacity in municipal government in Regina and Prince Albert for 39 years as a city planner and administrator, retiring in 2006 after 19 years as Regina City Manager. He is one of only seven Honorary Life Members of the Canadian Association of Municipal Administrators, recipient of the Lieutenant Governor's Gold Medal for Excellence in Public Administration, the Saskatchewan Centennial Medal and, most recently, the Queen Elizabeth II Diamond Jubilee Medal. He currently serves on seven other Boards, including Regina Habitat for Humanity.

Colleen Mah (Director) June 2009 – June 2016

Ms. Mah was born and raised in Saskatoon where she attended the University of Saskatchewan, graduating with a Bachelor of Commerce degree in 1976. Upon graduation, she went to work for the Federal Government. In late 1998, she joined in the family business, North Ridge Development Corporation. She is a licensed Broker-realtor and has been involved in the Saskatoon and Region Home Builders' Association as well as the Saskatoon and Region Association of Realtors.

Troy Tilbury (Director) June 2014 – June 2016

Mr. Tilbury studied architecture at the Southern Alberta Institute of Technology (SAIT) Polytechnic and graduated in 2005 with honours. He and his wife, Raelyn, operate Tilbury Design in Moose Jaw which specializes in residential design, commercial interior design, heritage restoration and adaptive re-use. Mr. Tilbury instructs Architectural Technology part time at Saskatchewan Polytechnic and continues to expand his knowledge of green and sustainable building techniques. Mr. Tilbury, along with his wife, was named to Moose Jaw's Top 40 Under 40 in 2012. Since relocating back to Moose Jaw in 2010, Mr. Tilbury is actively involved with a number of local organizations.

Ken Acton (Director) January 2012 – January 2017

Mr. Acton became a Director on the Board on January 1, 2012. He was born and raised on a farm near Moose Jaw, Saskatchewan and operated the family farm from 1974 until the late 1990s. He joined the Saskatchewan Public Service in 1988 and held numerous senior leadership roles with the Ministry of Justice and Attorney General. Mr. Acton served as Chair of the Public and Private Rights Board of Saskatchewan from 1990 to 2011.

For More Information

For additional copies of this Annual Report, please call 1-800-667-7567 or visit SHC's home page at: *www.saskatchewan.ca/shc* and click on the "SHC Annual Reports" link. Information on housing programs and services is also available at this website.

Copies of SHC's Annual Reports dating back to 2006 are also available online.

E-mail contact: *housinginquiry@gov.sk.ca*

Regina

Chateau Tower
11th Floor, 1920 Broad Street
Regina SK S4P 3V6
Phone: 306-787-4177
Toll Free: 1-800-667-7567

Saskatoon

225 First Avenue North
Saskatoon SK S7K 1X2
Phone: 306-933-6292
Toll Free: 1-866-245-5758